



DEPARTMENT OF THE NAVY
CHIEF OF NAVAL PERSONNEL
WASHINGTON, D.C. 20370-5000

MAY 18 2009

From: Chief of Naval Personnel
To: President, FY-10 Navy Reserve Chief Petty Officer
Selection Board

Subj: PRECEPT CONVENING FY-10 SELECTION BOARD TO CONSIDER FIRST
CLASS PETTY OFFICERS OF THE NAVY RESERVE FOR ADVANCEMENT
TO CHIEF PETTY OFFICER

Encl: (1) Board's Membership
(2) Selection Board Guidance
(3) Rating Quotas

1. Membership, Date, Location, and Function

a. The selection board, consisting of you as president and the members listed in enclosure (1), is ordered to convene at Navy Personnel Command, Millington, TN, at 0800, 18 May 2009, or as soon as practicable thereafter.

b. The function of the board is to consider Navy Reserve first class petty officers for advancement to chief petty officer. The board shall consider carefully, without prejudice or partiality, the record of every eligible candidate. The records and names of all eligible candidates, determined as of the date the board convenes as well as those subsequently validated through the duration of the selection board, will be furnished to the board.

c. I have personally appointed the members of this board. During the board process the personnel assigned as board members work directly for me, under oath. Board members are entrusted with selecting the future leadership of the Navy. The performance of these duties will have a greater effect on the future of the Navy than any other duty they perform. During the board process, all other duties of an assigned member are secondary to the board process, and the utmost care will be given to ensure the process is not compromised or rushed to accommodate outside concerns. Each record reviewed represents years of service by the individual candidate. It is absolutely essential that our evaluation afford each eligible candidate fair and equitable consideration.

Subj: PRECEPT CONVENING FY-10 SELECTION BOARD TO CONSIDER FIRST CLASS PETTY OFFICERS OF THE NAVY RESERVE FOR ADVANCEMENT TO CHIEF PETTY OFFICER


d. The board shall proceed per the guidance provided in enclosure (2), and any other guidance contained in this letter.

2. Selection Standard. The board shall recommend those candidates for advancement in each rating not to exceed the quotas specified in enclosure (3), whom a majority of the board considers best qualified, giving due consideration to the needs of the Navy and Navy Reserve for candidates with particular skills. In addition, each candidate recommended for advancement by the board must be fully qualified. That is, the candidate's qualifications and performance of duty must clearly demonstrate that they would be fully capable of performing the duties normally associated with the next higher paygrade. The "best qualified" standard shall be applied uniformly to all eligible candidates.

3. The board need not select to the numbers provided. The authorized number to select should only be attained if there are a sufficient number of candidates determined fully qualified.

4. Unless expressly authorized or required by me, neither you nor any member of the board or administrative support personnel may disclose the proceedings, deliberations, or recommendations of the advancement boards. All board members and administrative support personnel must comply fully with these requirements, and I expect you to emphasize the need for strict confidentiality.

5. In order to continually improve the selection board process, you are directed to offer written feedback regarding the guidance contained in the precept at the selection board call out to me. Your feedback should include, for example, whether the precept guidance was sufficiently direct, clear, and concise to assist you and the other board members in your duties as board members.


M. E. FERGUSON III
Vice Admiral, U.S. Navy

BOARD MEMBERSHIP
FY-10 NAVY RESERVE CHIEF PETTY OFFICER
SELECTION BOARD

1. Chief Petty Officer Selection Board:

CAPT Timothy J. Werre, USNR, XXX-XX-9368/1117 (President)
CDR Bradley Posadas, CEC, USNR, XXX-XX-1945/5105
CDR Scott C. McMahon, USNR, XXX-XX-4212/1137
CDR Jeffrey J. Franssen, USNR, XXX-XX-9466/1635
CDR Jeffery Crawford, USNR, XXX-XX-3440/1115
CDR Christopher P. Fordham, USNR, XXX-XX-8621/1317
CDR Christopher K. Grillone, USNR, XXX-XX-5929/1115
LCDR John A. Long, USNR, XXX-XX-8797/1315
LCDR Richard L. Preston, USN, XXX-XX-5826/1110
LCDR Anthony F. Scarpino, Jr. USNR, XXX-XX-5479/1317
LCDR Mary A. Ponce, USNR, XXX-XX-8688/1615
LCDR Andrea N. Phelps, USNR, XXX-XX-0968/1115
ENS Eric R. Day, USN, XXX-XX-9178/6412
ABCM(AW) Scott G. Quamme, USNR, XXX-XX-5894
AFCM(AW) Roger N. McCauley, USNR, XXX-XX-3142
AFCM (AW) Brian J. Zawodniak, USNR, XXX-XX-0905
AVCM(AW) Jerry C. Featherstone, USNR, XXX-XX-2057
AWCM(AW) Michael O. Curry, USNR, XXX-XX-3181
AZCM(AW/SW) Gilbert L. Juarez, Jr., USN, XXX-XX-5894
BMCM(EXW/SCW/FMF) Danny M. Blackshear, USNR, XXX-XX-7152
BMCM(SW/AW) Stantley E. Williams, USN, XXX-XX-7292
CMDCM(SW/AW) Dale K. Arnold, USN, XXX-XX-4960
CMDCM(SCW) Walter L. Asher, USN, XXX-XX-5265
CMDCM(SW/AW) Jonathan J. Echols, USN, XXX-XX-1754
CMDCM(SW) Jeffrey A. Nickerson, USN, XXX-XX-8437
CMDCM(AW/SW/NAC) David R. Selmier, USN, XXX-XX-8893
CMDCM(SW/AW) Shannon D. Thornton, USN, XXX-XX-1002
CSCM Patricia B. Crosson, USNR, XXX-XX-0563
CUCM(SCW/FMF) Brian L. Benzinger, USNR, XXX-XX-3796
CUCM(SCW) Daniel J. Froehlich, USNR, XXX-XX-5752
CUCM(SCW/FMF) Dana J. Mitchell, USN, XXX-XX-7471
CUCM(SCW/FMF) William B. Travis, USNR, XXX-XX-7079
DCCM(SW) Martin A. Aguiar, USNR, XXX-XX-4240
ETCM(SW) William C. Zepeda, USNR, XXX-XX-6654
GSCM(SW) Michael A. Cleesattel, USNR, XXX-XX-8976
HMCM(SW) Mark B. Heltzel, USNR, XXX-XX-3690
HMCM(FMF) Ronald C. Naida, USNR, XXX-XX-9980
HMCM Gwen M. Wallmark, USNR, XXX-XX-8905
HTCM Michael W. Payne, USNR, XXX-XX-9581
HTCM(SW) Larry C. Rucker, USN, XXX-XX-5272
ISCM Carrie J. L. McCutcheon, USNR, XXX-XX-4400
ITCM(SW/AW) Calvin D. Crawford, USNR, XXX-XX-8045
MACM(AW) Reed A. VanWagoner, USNR, XXX-XX-0525
NCCM(SW) Richard E. Thompson, USN, XXX-XX-2028

BOARD MEMBERSHIP
FY-10 NAVY RESERVE CHIEF PETTY OFFICER
SELECTION BOARD

OSCM(EXW/SW) Michael A. Flatley, USNR, XXX-XX-1476
PSCM(SW/AW) Mary L. Landry, USNR, XXX-XX-1651
PSCM Deborah L. Lee, USNR, XXX-XX-7800
SBCM(SWCC) Harold Fannell, USNR, XXX-XX-4229
SKCM(SW/AW) Augusto C. Pizarro, USN, XXX-XX-9844
SKCM Brenda K. L. Polendey, USNR, XXX-XX-5275
SKCM(SW) Vincent R. Watkins, USNR, XXX-XX-5491
UCCM(SCW/FMF) Wayne M. Klusaw, USNR, XXX-XX-1472
UCCM(DV) Fred M. Schempp, USNR, XXX-XX-5987
YNCM(SS) David L. Blankenship, USN, XXX-XX-2809
YNCM Stella L. Reyes, USNR, XXX-XX-9101
YNCM(AW/SW) Robert W. Rose, USNR, XXX-XX-2427

2. YNCS(SW/AW) Albert L. McCurdy, Jr., USNR, will act as recorder with the following personnel acting as assistant recorders:

PSCS(SW/AW) Paul J. Matheny, USN
BMC(SW/AW) Lourdes D. Natividad, USNR
ETC(EXW/SW/AW) Chadwick G. Jones, USNR
HMC(SW/AW) Rodel C. Salazar, USN
ITC(SW) Jeanitta G. Fincham, USNR
ITC(SW) Charles E. Warner II, USN
YNC(SW) Robert L. Dyer, USN
YNC Samuel L. Franklin, USNR

The recorder or an assistant recorder will be present during all deliberations.

3. The following personnel are designated to serve as administrative support personnel to the board:

RADM Donald P. Quinn	CAPT Leo O. Falardeau
CAPT Richard K. Giroux	CAPT Eric B. Anderson
CDR Milton O. Stubbs	CDR Daniel J. Smith
CDR Gary E. Sharp	CDR Paul F. Eich
CDR Brent R. McMurry	CDR Jeri L. Oneill
CDR Mark C. Holley	CDR Jeffrey C. Stevens
LCDR James P. Nunn	LCDR Fredrick L. Broussard
LCDR Roberta S. Taylor	LCDR Edward A. DeWinter
LCDR Steven J. Smith	LCDR David B. Brenner
LT Cheryl E. Aimestillman	LT Craig C. Morris
LT Jessica L. Blazek	LT William M. Bencini
LT Brian S. Dembicky	CWO2 Jonathan C. Summers
MCPON(SS/SW) Rick D. West	FORCM(FMF) Ronney A. Wright
FORCM(AW/SW) Daryl Charles	PSCM(SW) John D. Vance
ETCM(SS) John R. Crotts	PSCS(AW) Joseph Ragonese

BOARD MEMBERSHIP
FY-10 NAVY RESERVE CHIEF PETTY OFFICER
SELECTION BOARD

PSC(SW/AW) Michael P. Wallace
YNC(AW) Steven R. Whitefoot
SK1 Leketa Gaines
Ms. Ann C. Stewart
Mr. Dwight Stanton
Ms. Ruby D. Goodwin
Mr. William S. Morris
Mr. Juan J. Jimenez
Mr. Max H. Hodge
Mr. Carl R. Waelde
Mr. Chris Slayman
Ms. Theresa Law
Mr. Jay A. Rublaitus
Mr. Eric D. Montgomery
Mr. Stephen R. Ranne
Mr. James A. Price
Mr. Tommy D. Owens
Ms. Edna M. Shannon
Ms. Tonya E. Marshall
Mr. Gary R. Thielecke
Ms. Linda Coffield
Mr. Neal D. Dawson
Mr. Jim C. Tanner
Ms. Tracy Kelly

PSC(AW) Tina R. Erts
YN1(SW/AW) Debra D. Gethers
IT2(SW) Terrance Mayes
Mr. Richard P. Mason
Mr. Tim Suich
Mr. Christopher J. Zaller
Ms. Deborah A. Wilson
Mr. Ray D. Cox
Mr. Antoine Sharp
Ms. Bonita K. Archie
Mr. Ken Ouellette
Ms. Lo Retta Parrish
Ms. Elizabeth A. Vaughn
Ms. Doris A. Pembroke
Mr. Clifford T. Christy
Ms. Mindee M. Wolven
Ms. Valerie E. Baty
Mr. Donald Schmidt
Ms. Lynda McKinney
Mr. Bob Wilkinson
Ms. Dorothy Harris
Mr. Arik Tucker
Ms. Darlene Gemuend
Ms. Trina L. Reynolds

APPENDIX - A

GENERAL GUIDANCE

1. Duties of the Board President. The president of the board has been appointed by me and shall perform prescribed administrative duties. The board president has no authority to constrain the board from recommending for advancement those fully qualified eligibles whom the majority finds best qualified to meet the needs of the Navy.

2. Board Proceedings. The following directions apply to all board proceedings:

a. Each of you (president, members, recorder, assistant recorders, and administrative support personnel) must maintain the integrity and independence of this selection board, and foster careful consideration, without prejudice or partiality, of all eligibles.

b. You must pay particularly close attention to the rules governing communications with and among other board members, the information authorized to be furnished to you, and the procedures you should follow if you believe that the integrity of this selection board has been improperly affected.

c. You may not receive, initiate, or participate in communications or discussions involving information that is precluded from consideration by a selection board. You are to base your recommendations on the material in each eligible's military record, any information I have provided to the board, and any information communicated to you by the eligibles under regulations I have issued. In your deliberations, you may discuss your own personal knowledge and evaluation of the professional qualifications of eligibles only to the extent that such matters are not precluded from consideration by a selection board or inclusion in an eligible's military personnel record. You may not discuss or disclose the opinion of any person not a member of the board concerning an eligible being considered unless that opinion is contained in material provided to the board that are in compliance with Navy regulations.

d. When discussing your own personal knowledge concerning the professional qualifications of eligibles, the board is reminded that if such personal remarks could be considered adverse, the member cannot discuss that personal knowledge or

evaluation unless such matters are contained in the eligible's official record or other material placed before the board in compliance with Navy regulation. In addition, should an eligible's record reveal the removal of an evaluation report, the member may not discuss any personal knowledge regarding the circumstance which resulted in the removal of the report.

e. I, the Master Chief Petty Officer of the Navy, and the Navy Reserve Force Master Chief are the only persons who may appear in person to address you on other than administrative matters. All communications with this board, other than those that are clearly administrative, must be in writing, given to each of you, and made part of the board's record. I have designated in writing those persons authorized to provide routine administrative information to you.

f. To ensure impartiality, you may not visit or communicate with detailers, placement officers, community managers or any eligibles immediately prior to or during the selection board. Communications with outside parties before, during, or after the board (i.e. other than board members, recorder, assistant recorders, board sponsors, and administrative support personnel) relating in any way whatsoever to the selection board or its proceedings is completely prohibited. Questions concerning the propriety of any communications prior to the board should be addressed to the board sponsors. Proceedings, deliberations, or recommendations of the selection board may not be disclosed unless expressly authorized or required by me.

g. Before the report of the selection board is signed, by each board member, recorder, and assistant recorder, the recommendations may be disclosed only to members of the board, recorder, assistant recorders, and those administrative support personnel I have designated in writing. After you sign the board report, only the recommendations of the board may be disclosed after I have made the recommendations public. Except as authorized by higher authority or me, the proceedings and deliberations of the board may not be disclosed to any person who is not a board member, recorder, assistant recorder, or administrative support personnel.

h. If at any time you believe that you cannot in good conscience perform your duties as a member of the board without prejudice or partiality, you are required to request relief by me from this duty. I will honor any such request. If a member, recorder, or assistant recorder believes that the integrity of the board's proceedings has been affected by improper influence

of military or civilian authority, misconduct by the board president or a member, or any other reason, or believes someone is exerting or attempting to exert inappropriate influence over the board or its proceedings, he or she has a duty to request from me or higher authority relief from the obligation not to disclose board proceedings and, upon receiving it, to report the basis for this belief.

3. **Early Eligibles Advancement Consideration.** DoD 1304.20 was revised in 2005 and removed all verbiage limiting services to advancing 10% of "early eligibles" as determined by the Total Active Federal Military Service (TAFMS).

4. **Individual Augmentee (IA)/Global War on Terrorism Support Assignments (GSA)/Mobilization Consideration.** Because of world events and the emphasis on fighting a global terrorist threat, the board shall give favorable consideration to those eligibles who have displayed superior performance while serving in IA, GSA or mobilization assignments in direct support of the Global War on Terrorism. These individuals are developing valuable combat and nation-building skills that need to be retained and utilized for future application. Such assignments may not be typical of the eligible's traditional community or rating related career path but are considered vital to the successful joint prosecution of the Global War on Terrorism.

a. Do not set aside a record simply because the timing of an IA/GSA/mobilization assignment resulted in the eligible missing the opportunity to serve in a community-recognized milestone or satisfy a community-recognized career gate.

b. Additionally, bear in mind that IA/GSA/mobilization assignments in direct support of the Global War on Terrorism often involve arduous forward-deployed duty with joint organizations where the eligible may not be competitively ranked against other Navy personnel of the same competitive category, and where the eligible may be rated by a reporting senior unfamiliar with the eligible's occupational specialty and the Navy Evaluation system. Additionally some IA/GSA/mobilization assignments, while not perceived as being as geographically enhancing as others, may provide the same level of support for the Global War on Terrorism as in-theater assignments and is in the best interest of the Navy having that individual at that specific IA/GSA/mobilization location. I rely on the board members' experience and judgment in determining the importance of IA/GSA/mobilization billet assignments.

5. **Marital Status**. Selection boards are prohibited from considering the marital status of an eligible or the employment, education, or volunteer service of an eligible's spouse.

6. **Leadership of Diverse Organizations**. When reviewing an eligible's potential for selection, consider that the Navy benefits when Navy leadership possesses a broad spectrum of experience with a depth and breadth of vision. The Navy needs innovative and bold leaders who think creatively, challenge assumptions, and take well-calculated risks that maximize effectiveness. Deckplate results and command success through team performance are significant criteria for consideration. Today's Navy is manned by Sailors representing 24 different ethnic groups and literally hundreds of cultural heritages. In light of this diversity, you should give careful attention to selecting eligibles who have demonstrated the potential to lead a diverse workforce, and create circumstances for the success of all Sailors. The Navy's ability to meet this leadership challenge depends, in part, on having deckplate leaders capable of influencing diverse groups of people to successfully complete their assigned mission.

7. **Area Tours**. If an eligible's record contains multiple or consecutive tours in a particular geographic location it should not be viewed negatively, provided the eligible has progressed in billet complexity, professional development, and leadership responsibility. Likewise, you may positively consider those eligibles who have demonstrated the ability to succeed in challenging assignments in diverse geographic locations, particularly overseas.

8. **Adverse Information**

a. Just as you must consider positive performance, you must consider incidents of misconduct and substandard performance documented in an eligible's official service record when determining those eligibles who are best qualified for selection. For those eligibles who are recommended for selection and who have received disciplinary action, or whose privileged information record (Fiche 2E/EMPRS Field Code 38) contains matters relating to conduct or performance of duty, that occurred within the past five years, all such incidents must be fully disclosed when the slates are briefed for recommendation for advancement and prior to the final board decision.

b. While the Navy is, and will remain, a Service of the highest standards and strict accountability, we do not embrace blind adherence to a zero-defect mentality. All of us have made mistakes in the past; the test is of the character and resilience of the individual and his or her ability to learn and grow from that experience. Where an eligible has performed exceptionally well subsequent to a reportable incident, I consider that test to be substantially met. In selecting those you consider best and fully qualified, do not discount any eligible that except for a single incident, would otherwise be recommended for selection.

APPENDIX - B

BEST AND FULLY QUALIFIED SELECTION STANDARD

1. **Fully qualified.** All eligibles recommended for selection must be fully qualified; that is, each eligible recommended must be capable of performing the duties of the higher paygrade. Eligibles that do not meet that standard shall not be recommended for selection. Eligibles fully qualified for selection demonstrate an appropriate level of leadership, technical and managerial skills, integrity, commitment to the personal and professional development of subordinates, and resourcefulness in difficult and challenging assignments. Their attributes include rating expertise, demonstrated ability to communicate up and down the chain of command, loyalty to seniors, subordinates, peers and the command, and a recognition of our Navy's heritage. Fully qualified eligibles must have shown the ability to successfully lead diverse workforces, while executing the Navy's strategic diversity initiatives and effectively retaining the right quality and quantity of performance-proven personnel. They must clearly demonstrate adherence to Navy and DoD ethical standards, physical fitness, and loyalty to the Navy core values.

2. **Best Qualified.** Among the fully qualified eligibles, you must recommend the best-qualified eligibles within their respective competitive category. The following core considerations should guide your recommendations. Members assigned to brief individual records are expected to use these considerations to guide their briefs' review and structure. Each board member is expected to apply this guidance when deliberating and voting. These considerations are:

a. **Deckplate Leadership.**

(1) Proven and sustained superior performance in difficult and challenging joint and in-service leadership positions is the number one factor for selection. When applying this factor, you must consider that the future Navy and joint force leadership will comprise a mix of service members that have excelled in both traditional and alternate career paths. Demonstrated skill in developing teamwork and individual performance improvements should be carefully considered along with subordinate achievements and accomplishments. Eligibles must have clearly demonstrated leadership through the enforcement of all standards, as well as a commitment to teaching and mentoring Sailors. You must consider the

attributes developed by eligibles that excelled in alternate career paths.

(2) Our dynamic Navy requires equal consideration to those who have served in non-traditional, combat-related, nation-building roles. Successful performance and leadership in combat conditions demonstrate exceptional potential and should be given special consideration.

(3) You should also consider for selection those eligibles possessing the education, experience and language skills that help improve the Navy's cultural awareness. You should also consider those eligible's demonstrating mentoring skills which enhance the professional development of the Navy's future leaders and the cultural diversity of the Navy.

b. **Education/Personal and Professional Development.**

(1) You shall favorably consider professional military education and experience in specialized areas, giving additional consideration to those eligibles that have completed or are in the process of completing degrees associated with their rating. The Professional Military Education (PME) Continuum integrates four components of education: Advanced Education, Navy-Specific Professional Military Education (NPME), Joint Professional Military Education (JPME), and Leadership Development. A key area of consideration is the eligibles knowledge and comprehension of Naval history and heritage and their demonstrated achievements on passing this knowledge. Eligibles will have shown ability to weave Naval heritage into daily events, emphasizing the importance of showing those they lead the importance of our past and how it forges the foundation of our future.

(2) Achieving advanced education and achieving specialized skills as reflected in Navy Enlisted Classification Codes (NECs) is a significant career milestone. I have provided to you for review and use each Enlisted Community Managers Rating Guidelines that represent the traditional career milestones of the Sailors assigned to their competitive group. It should be recognized that some ratings do not offer an extensive opportunity for sea duty/mobilization opportunity; however, eligibles who have performed well in demanding sea duty billets and/or overseas sea duty units in their current pay grade should receive special consideration. This special consideration cannot, however be used to disadvantage otherwise outstanding eligibles such as female Sailors who have not had

the opportunity to serve at sea due to law or policy. Eligibles should not be judged against the norm of a preconceived career pattern.

c. **Competency/Skill Information.** Within the board's charter to recommend for selection those candidates who are best qualified among those fully qualified, the board shall give due consideration to the needs of the Navy for leaders with particular demonstrated competencies/skills. Documented rating expertise during the period of consideration must be appropriately considered when determining an eligible's fitness for selection. Strongly consider an eligible's demonstrated knowledge of rate and the extent to which that eligible used that knowledge to positively impact his/her command.

(1) Key to an individual's military competency and performance is their degree of loyalty to seniors, peers and subordinates. Dedication to Sailors and the command should be viewed through mission success and the success of the Sailors led by each eligible.

(2) You should consider documented performance in teaching and the upholding of standards as well as the eligible's professionalism and military demeanor. An eligible's emphasis on procedural compliance among those he/she leads as well as peers is a strong indication of their abilities to enforce standards on the deckplate and across the command.

(3) Communication skills and the degree to which the eligible contributes to division or departmental success within the framework of a deckplate triad of division officer, chief petty officer and first class petty officer must be considered crucial in determining those best qualified for advancement. The most-qualified eligibles will also effectively communicate principles of leadership, professionalism, and heritage.

d. **Anti-Terrorism and Force Protection.** The Navy's increasing focus on anti-terrorism and force protection (AT/FP) requires that the Navy retain eligibles who possess an understanding of these specialized skills. Be particularly attentive to the records of those eligibles who have demonstrated expertise in the areas of anti-terrorism and force protection. Experience may have been attained either afloat or while serving on major staffs or commands ashore. Evaluate the quality of performance in AT/FP assignments as having weight equal to that ordinarily given to other members of their

respective communities who have followed more traditional career paths.

e. **Language, Regional Expertise and Culture Experience.**

Eligibles who gain competence through assignments requiring foreign language, regional expertise and cultural knowledge provide the Department of Defense a unique combination of technical experience and operational leadership, and provide the Navy the capability to support future operational requirements. When selecting the best and fully qualified eligibles to meet the needs of the Navy, you must view the quality of performance required of eligibles who have served in or are serving in assignments requiring language, regional expertise and culture knowledge, many of which are critical.

f. **Naval Special Warfare Experience.** As our nation fights non-state enemies in a global struggle against terrorism, Naval Special Warfare Forces play a crucial role. Service members assigned to Naval Special Warfare Forces are routinely assigned duties that are not within their rating scope, but are critical to our nation's success in the Global War on Terrorism. Service members with experience and coalition special operations and interagency forces which may not be a typical career path include, but are not limited to, those assigned to Naval Special Warfare Command, Joint Special Operations units and U.S. embassies abroad, are considered vital to the successful joint prosecution of the Global War on Terrorism. Repeat tours of duty with Naval Special Warfare Forces ensure continuity of expertise and contribute to increased mission capability and therefore should not be considered negative to career diversity.

g. **Special Duty Assignment.** Although the eligibles presented to the board compete within their rating, they are frequently detailed to duty outside of their rating specialties. Many such types of duty required selectivity in assignment and special qualifications. Recruiting and retention of Sailors is the top priority of today's Navy. In recognition of the critical role recruiting and retention play in Navy's ability to accomplish its mission, you should give maximum consideration to those eligibles who have successfully completed, or are currently serving in the extremely demanding tours of duty as Recruit Division Commanders or Non-Prior Service Accession Course Instructors and Recruiters. Additionally, tours of duty which the board considers reinforcing Navy Core Values of recruits and other first term Sailors, and positions that directly impact the professional growth of Sailors, to include Detailers, "A" and "C" school instructors, Apprentice Training,

Fleet Training Centers, Prototype, and Aircrew candidate schools must also be given maximum consideration. In determining which eligibles are best and fully qualified, bear in mind that members serving in these types of highly selective assignments are evaluated among a large number of individually selected personnel with equally superb records.

h. **Naval Expeditionary Force Experience.** As our nation fights non-state enemies in a global struggle against terrorism, Naval Expeditionary Forces play a crucial role. Service members assigned to Naval Expeditionary Forces and routinely assigned duties that are not within their rating scope, or normal career path but are critical to our nation's success in the Global War on Terrorism. Assignments with Expeditionary Forces may not be in a Sailors typical career path. These assignments include, but are not limited to, commands within Explosive Ordnance Disposal, SEABEE, Riverine, Navy Expeditionary logistic, Maritime Expeditionary Security, Maritime Civil Affairs, Expeditionary Combat Readiness Center, Navy Expeditionary Intelligence, Naval Beach Groups, Joint Special Operations units and U.S. embassies abroad are considered vital to the successful joint prosecution of the Global War on Terrorism. Repeat or out of rate career path tours of duty with Naval Expeditionary Forces ensure continuity and therefore should not be considered negative to career diversity.

i. **Collateral Duties.** Due consideration shall be given to the successful accomplishment of major collateral duties affecting mission effectiveness, retention and morale; e.g., 3M Coordinator, Physical Readiness Program Coordinator, Urinalysis Coordinator, Career Development Board member. In addition to the impact these have on the command mission, successful coordination of these duties requires a high level of integrity to be maintained in these programs therefore making them deserving of special consideration.

j. **Overseas and Arduous Duty.** In determining who is best qualified, emphasis shall be placed upon demonstrating evidence of professional and leadership excellence under arduous conditions. It should be recognized that some ratings do not offer an extensive opportunity for sea duty; however, eligibles who have performed well in demanding sea duty billets and/or overseas sea duty units in their current pay grade should receive special consideration. This special consideration cannot, however be used to disadvantage otherwise outstanding female eligibles who have not had the opportunity to serve at

sea due to law or policy. Eligible candidates should not be judged against the norm of a preconceived career pattern.

k. Flag Mess/Enlisted Aide Culinary Specialists and Flag Writer Yeoman. The board will give due consideration to Flag Mess/Enlisted Aide Culinary Specialists and to Flag Writer Yeoman (NEC YN 2514) to ensure selection opportunity is comparable to that given Culinary Specialists in Enlisted Galley assignments and general Yeomen at sea or shore.

APPENDIX - C

EQUAL OPPORTUNITY GUIDANCE

1. The Department of the Navy is dedicated to equality of treatment and opportunity for all personnel without regard to race, religion, color, gender, or national origin. The Navy strives to maintain a professional working environment in which an individual's race, religion, color, gender or national origin will not limit his or her professional opportunities.

Accordingly, within this board's charter to determine the eligibles who are "best and fully qualified," you must ensure that eligibles are not disadvantaged because of their race, religion, color, gender or national origin.

2. Your evaluation of all eligibles must afford them fair and equitable consideration. You should be particularly vigilant in your evaluation of records to take care that no candidate's selection opportunity is disadvantaged by service utilization policies or practices. You should evaluate each eligible's potential to assume the responsibilities of the next higher grade, the overriding factor being performance of assigned duties.

3. The Navy has assigned some eligibles outside of traditional career development patterns, e.g., institutional instructors, recruiting and equal opportunity billets. In addition, other utilization policies or practices, such as those based on statutory restrictions on the assignment of women, may have had an effect on career opportunities. These assignments, though beneficial to the Navy, may have foreclosed to the eligibles so assigned opportunities available to other eligibles. Such assignment practices should not prejudice the selection of these eligibles for selection. Successful performance of assigned duties is the key in measuring an eligible's potential for selection. Accordingly, in determining the qualification for selection of any eligible who has been affected by such utilization policies or practices, duty performed well in such assignments should be given weight equal to duty performed well by an eligible not affected by such policies or practices.

4. This guidance should not be interpreted as requiring or permitting preferential treatment of any eligible or group of eligibles on the grounds of race, religion, color, gender or national origin.

APPENDIX - D

BOARD REPORTS

1. The record of the board's proceedings shall be compiled by the recorder, assistant recorder(s), and administrative support personnel. The written report of the board shall be signed by the board president, the board members, the board recorder, and the board assistant recorder(s). It shall contain the names of the candidates recommended for selection with appropriate selection statistics as well as the following items:

a. All instructions, information, and guidance that were provided to the board.

b. Certification that:

(1) To the best of your knowledge, the board complied with all instructions contained in the precept and as appropriate, other letters of guidance or instruction provided by me;

(2) You were not subject to or aware of any censure, reprimand, or admonishment about the recommendations of the board or the exercise of any lawful function within the authorized discretion of the board;

(3) You were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations;

(4) You were not party to or aware of any attempt at unauthorized communications;

(5) To the best of your knowledge, the board carefully considered the records of each candidate whose name was furnished to the board;

(6) The candidates recommended for advancement are, in the opinion of the majority of the members of the board, fully qualified and best qualified for advancement to meet the needs of the Navy among those candidates whose names were furnished to the board;

(7) You are aware that the names of the selectees will be released to the public after the board report is approved,

and you know that you may not disclose the recommended selectees until the names are released to the public; and

(8) You understand that, except as authorized by Naval Regulations you may never disclose the proceedings and deliberations of the board to any person who is not a board member, board recorder, or board assistant recorder.

c. A list of all candidates eligible for consideration.

d. Precept.

e. A sampling of records prepared by the board president under procedures prescribed by the Chief of Naval Personnel for use in convening special selection boards.

2. The report shall be forwarded for approval to me via the Commander, Navy Personnel Command.

APPENDIX - E

OATHS

1. The president of the board shall administer the following oath or affirmation to the recorder and assistant recorder(s):

"Do you, and each of you, solemnly swear (or affirm) that you will keep a true record of the proceedings of this board, and you will not divulge the proceedings of this board except as authorized or required by the Chief of Naval Personnel or higher authority, so help you God?"

2. The recorder or assistant recorder(s) shall then administer the following oath or affirmation to the members of the board:

"Do you, and each of you, solemnly swear (or affirm) that you will perform your duties as a member of this board without prejudice or partiality, having in view both the special fitness of candidates and the efficiency of the naval service, and you will not divulge the proceedings of this board except as authorized or required by the Chief of Naval Personnel or higher authority, so help you God?"

3. The recorder or assistant recorder(s) shall then administer the following oath or affirmation to other support personnel:

"Do you, and each of you, solemnly swear (or affirm) that you will not divulge the proceedings of this board except as authorized or required by the Chief of Naval Personnel or higher authority, so help you God?"